

**PERFORMANCE MANAGEMENT  
(Report by the Head of People, Performance & Partnerships)**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan for 2010/11 (replaced by a new Council Plan in April 2011).

**2. BACKGROUND INFORMATION**

- 2.1 Growing Success included short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. Eight of these objectives were considered as priorities for the immediate future.

**3. PERFORMANCE MANAGEMENT**

- 3.1 Progress against all objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels meets quarterly to monitor progress and consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In prioritising the objectives in Growing Success, it was intended that Members should concentrate their monitoring on this small number of objectives to enable them to adopt a strategic overview while building confidence that the Council’s priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis. A review of performance reporting arrangements, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.

3.5 The priority objectives in Growing Success were allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

#### 4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

**Annex A** - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- amber – between target and an “intervention level” (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey – data not available.

**Annex B** - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

#### 5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

#### 6. RECOMMENDATION

6.1 Members are recommended to;

Consider the results of performance for the Council’s priority objectives for 2010/11.

## **BACKGROUND INFORMATION**

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

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**Community/Council Aim: To improve our systems and practices**

**Objective: Effective partnership**

**Division: People, Performance & Partnerships**

**Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	50 (R)		↓	Not all thematic groups have met in the last period. The LSP is under review.	QRT
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	0 (R)		↓	No meetings of Board and Executive in last quarter. The LSP is under review.	QRT

**Divisional Objective: Effective partnership framework**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=No)	1	1 (G)		↔	All strategic partnerships have been reviewed	QRT

**Community/Council Aim: To learn and develop**

**Objective: To be an Employer People Want to Work For**

**Division: People, Performance & Partnerships**

**Divisional Objective: To attract and retain staff**

Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	33.30 (G)		↓		QRT
Recruitment package	% of new employees still in post after 12 months	90	85.70 (A)		↑		QRT
	% of new employees still in post after 24 months	80	79 (A)		↑		QRT
Retaining and releasing employees appropriately	Staff turnover – % of contracted employees leaving the Council	10	6.35 (G)		↔	Leavers include fixed term employees on contracts that have ended and employees leaving under VRS	QRT
Successful wellbeing initiatives which are improving attendance rates	% attendance of HDC employees a rolling 12 month average. Target based on CIPD for public sector employees.	96	97.39 (G)		↓		QRT

\* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: To maintain sound finances								
Objective: Maximise business and income opportunities including external funding and grants								
Division: Leisure								
Divisional Objective: Minimise net cost of leisure centres								
Key Activity(s) only to deliver service objective:		Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Minimise net cost of leisure centres	Net cost of leisure centres compared to budget (cumulative quarterly target)	£5.46m	£5.86m (G)			↔	Strong performance at St Neots following redevelopment	QRT
Division: People, Performance & Partnerships								
Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service								
Key Activity(s) only to deliver service objective:		Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:	
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70				N/A	Data not available at this time	QRT
	% of External Funding actions on track	90	85 (A)			↑	1 action not on track: to identify funding gaps and opportunities to further the objectives of the Sustainable Community Strategy - on hold pending a review of the future of this work.	QRT

\* Direction of Travel - shows change in performance since last quarter, where applicable

Objective		Comments from appropriate Head of Service
To enable effective partnerships	Achievements:	
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Review of the Huntingdonshire Strategic Partnership is being undertaken to consider its added value in helping the Council and our Partners take forward priorities and address current challenges.</p>
	Risks:	
To be an employer people want to work for	Achievements:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Voluntary Release Scheme (VRS) was successful with 80 applications received, 57 applications approved and indicative salary savings of around £1.7million per year. Most staff leaving under the VRS had a release date of March 2011 and a retirement/long service ceremony was hosted to mark a total of 221 years of service.</p> <p>Structure charts have been updated for the whole organisation and posted on the intranet.</p>
	Issues or actions for next quarter:	<p><b><u>People, Performance &amp; Partnerships:</u></b></p> <p>Consultations have commenced in three divisions where posts may be at risk, supported by HR.</p> <p>Recruitment is picking up again as staff retire and 13 employees are due to go on Maternity Leave.</p>
	Risks:	
To maximise business and income opportunities including extended funding and grants	Achievements:	<p><b><u>Leisure Centres:</u></b></p> <p>All end of year data is yet to be finalised but the current position is very encouraging. Income achieved target despite the late opening at St Neots and total expenditure rose by just 0.3% over the year. Net position currently stands at £773k on an original budget of £1,356k.</p> <p>The success in admissions at St Neots was matched by its financial performance and the centre generated over £360k more than the previous year (most of which came in post-October opening period). Impressions income at St Neots averaged £23.9k per month in 2009/10 and currently averages £37.3k with the expectation that this will rise in the first full year to a £50k pcm average. In the final 3 months of the year the centre took £468k compared with £261k in the previous year.</p> <p>At St Ives, income increased by £70k and expenditure decreased by £105k, culminating in a £176k improvement. Staff voluntary redundancies, which take effect during 2011/12, will assist in further improving this performance. The other 3 centres all experienced income growth (Huntingdon by over £100k).</p> <p>Impressions income reached a new high of £1.95million, a growth of £235k (14%) and a profit of £1.2million. Schools income reached £552k (an increase of £17k) although budgetary pressures make this level unlikely to be maintained in the coming year. All centres benefitted from an NNDR revaluation with approximately £140k being reimbursed as an over-payment on previous years.</p> <p>Staff expenditure decreased by over £122k across the sites compared to previous year, testimony to a general tightening up of rotas and all staff taking on additional operational responsibilities. 12 staff took voluntary redundancy and will leave between March and August.</p>

<b>Objective</b>		<b>Comments from appropriate Head of Service</b>
		<p><b><u>People, Performance &amp; Partnerships:</u></b>                      External funding secured until December 2011 for 'Make it Your Market' initiative.</p>
	<p>Issues or actions for next quarter:</p>	<p><b><u>Leisure Centres:</u></b>                      Developing business case for investment alongside innovative redevelopment at St Ives.</p> <p><b><u>People, Performance &amp; Partnerships:</u></b>                      Working closely with Cambridgeshire Broadband Together on a County-led (LEP endorsed) application for BDUK (Broadband Delivery UK) funding.</p>
	<p>Risks:</p>	<p><b><u>People, Performance &amp; Partnerships:</u></b>                      Limited capacity to provide external funding advice in the short term following recent staffing reductions in Policy.</p>